



**UCSF**

**University of California  
San Francisco**

**Chris Sample**

**LFQ ConsultingTools**

**19 Nov 2011**



## Strictly Confidential

This report contains feedback gathered from the following sources:

Self	1
Manager	1
Colleagues	2
Direct Reports	2
<b>Total:</b>	<b>6</b>

# Contents

**General Points to Remember**

**Self-Awareness Index**

**The Rating Scale**

**Competency Rater Overview**

**Competency Rater Overview**

**Most Frequent / Least Frequent Behaviours**

**Open Ended Comments Summary**

**Professional Effectiveness Plan (PEP)**

# General Points to Remember

## Purpose Of 360° Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.
- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.
- To accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

**360° Feedback enables you to increase your knowledge about your job role and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.**

## Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.
- To develop a self-directed strategic plan for working more effectively with others.

## By Enabling You To

- Analyse and process your feedback.
- Understand the consequences of your behaviour.
- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.
- Identify content areas for follow-up, skill-building, training and development.

# Self-Awareness Index Introduction

## Introduction

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters on the critical competencies measured within the questionnaire.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorised in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

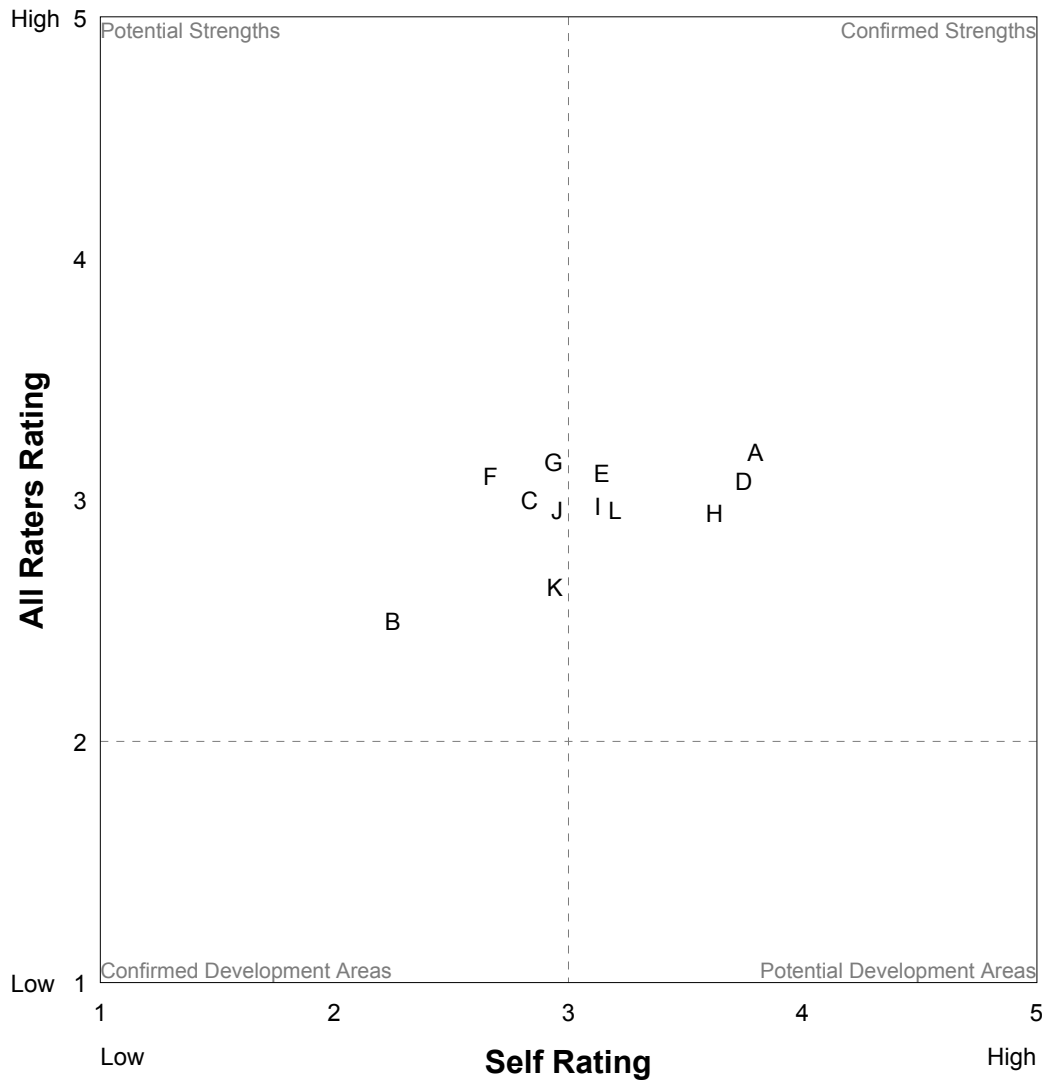
		SELF RATINGS	
		Low	High
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas

## How to Use Your Self-Awareness Index

- 1) First, examine the specific competencies that fall into each of these four quadrants
- 2) Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorised as Confirmed or Potential Strengths
- 3) Finally, consider ways to enhance skills and effectiveness in those competencies categorised as Confirmed or Potential Development Areas

# Self-Awareness Index

## SELF - ALL RATERS (N = 5)

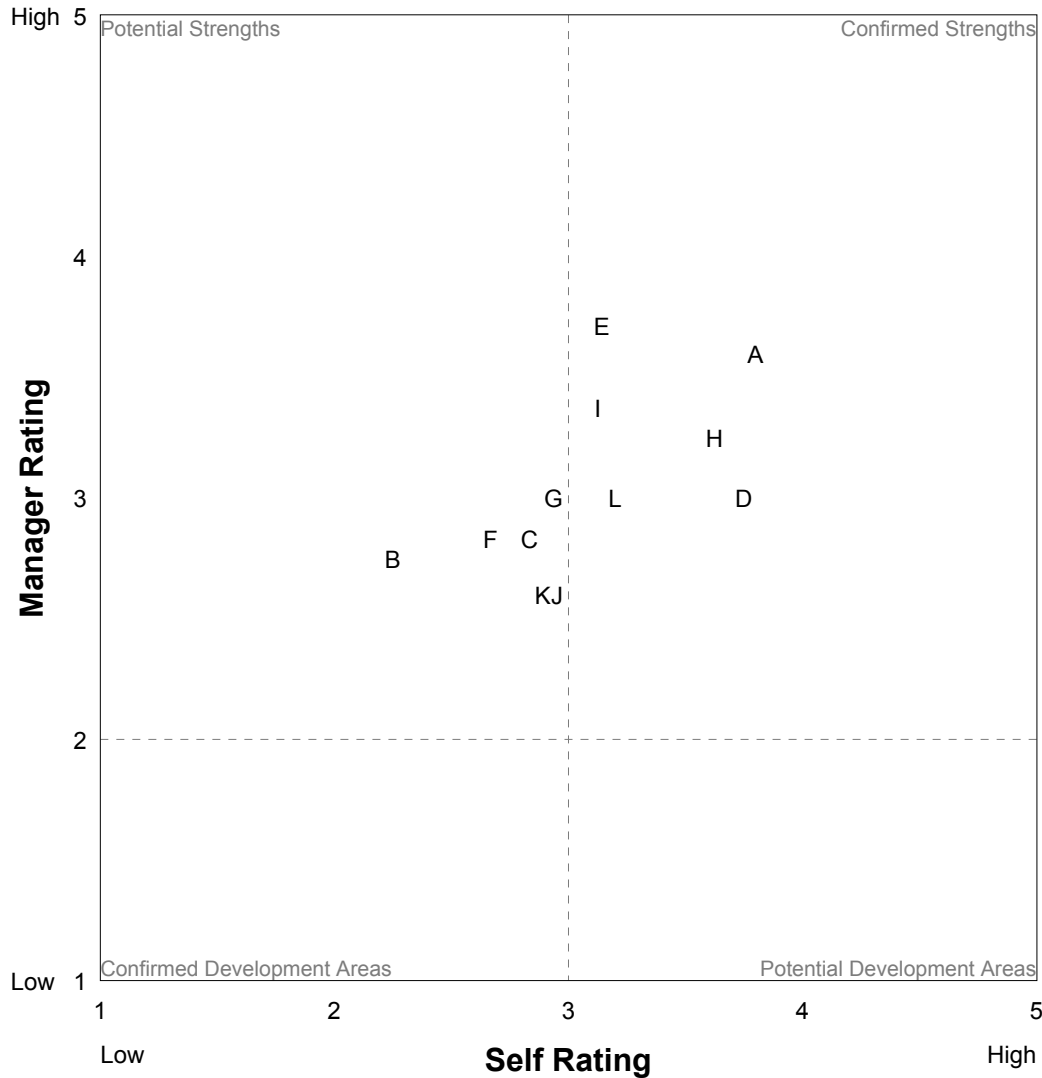


### Average Scores

	<u>Self</u>	<u>All Raters</u>
<b>Confirmed Strengths</b>		
A. Decision Making	3.80	3.20
D. Problem Solving	3.75	3.15
E. Communication	3.14	3.11
H. People Management	3.63	2.95
I. Managing Change	3.13	2.98
L. Use of Technology	3.20	2.96
<b>Potential Strengths</b>		
B. Drive / Self Motivation	2.25	2.50
C. Planning and Organising	2.83	3.00
F. Networking and Relating	2.67	3.10
G. Persuading	3.00	3.16
J. Inspiration	3.00	2.96
K. Professional / Functional skills	3.00	2.64

# Self-Awareness Index

## SELF - MANAGER (N = 1)



### Average Scores

Self   Manager

#### Confirmed Strengths

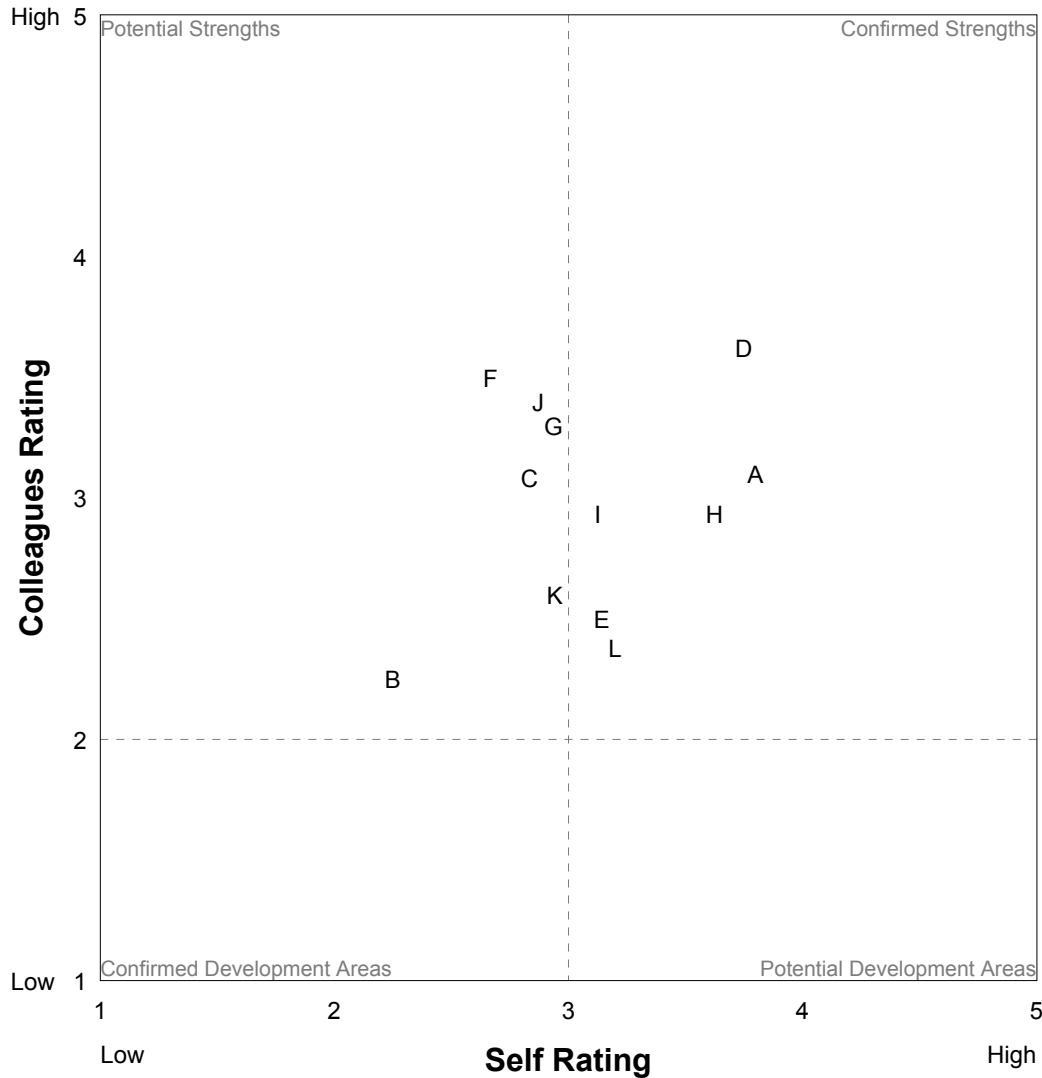
A. Decision Making	3.80	3.60
D. Problem Solving	3.75	3.00
E. Communication	3.14	3.71
H. People Management	3.63	3.25
I. Managing Change	3.13	3.38
L. Use of Technology	3.20	3.00

#### Potential Strengths

B. Drive / Self Motivation	2.25	2.75
C. Planning and Organising	2.83	2.83
F. Networking and Relating	2.67	2.83
G. Persuading	3.00	3.00
J. Inspiration	3.00	2.60
K. Professional / Functional skills	3.00	2.60

# Self-Awareness Index

## SELF - COLLEAGUES (N = 2)



### Average Scores

Self   Colleagues

#### Confirmed Strengths

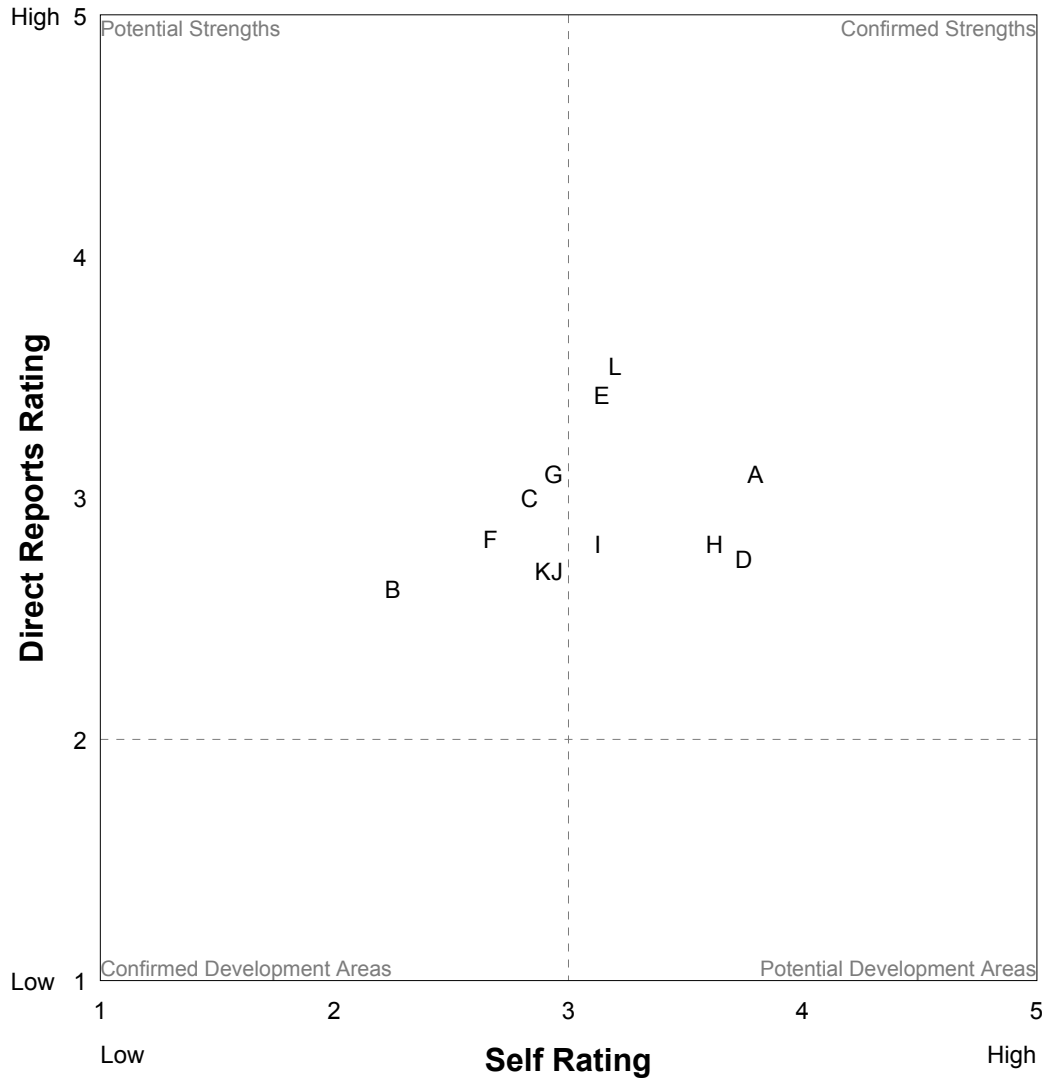
A. Decision Making	3.80	3.10
D. Problem Solving	3.75	3.63
E. Communication	3.14	2.50
H. People Management	3.63	2.94
I. Managing Change	3.13	2.94
L. Use of Technology	3.20	2.40

#### Potential Strengths

B. Drive / Self Motivation	2.25	2.25
C. Planning and Organising	2.83	3.08
F. Networking and Relating	2.67	3.50
G. Persuading	3.00	3.30
J. Inspiration	3.00	3.40
K. Professional / Functional skills	3.00	2.60

# Self-Awareness Index

## SELF - DIRECT REPORTS (N = 2)



### Average Scores

	<u>Self</u>	<u>Direct Reports</u>
--	-------------	-----------------------

#### Confirmed Strengths

A. Decision Making	3.80	3.10
D. Problem Solving	3.75	2.75
E. Communication	3.14	3.43
H. People Management	3.63	2.81
I. Managing Change	3.13	2.81
L. Use of Technology	3.20	3.50

#### Potential Strengths

B. Drive / Self Motivation	2.25	2.63
C. Planning and Organising	2.83	3.00
F. Networking and Relating	2.67	2.83
G. Persuading	3.00	3.10
J. Inspiration	3.00	2.70
K. Professional / Functional skills	3.00	2.70

# The Rating Scale

As a reminder, the scales that were used by respondents in the feedback survey is shown below:

## Importance

- |   |                     |  |
|---|---------------------|--|
| 1 | Less Important      | <i>This is of very low importance to the job.</i>                          |
| 2 | Somewhat Important  | <i>This has some importance to the requirements of the job.</i>            |
| 3 | Important           | <i>This is an important requirement of the job.</i>                        |
| 4 | Very Important      | <i>This behaviour is very significant to the effectiveness of the job.</i> |
| 5 | Extremely Important | <i>Essential to the job - the job could not be done without this.</i>      |
| U | Unable to Comment   |  |

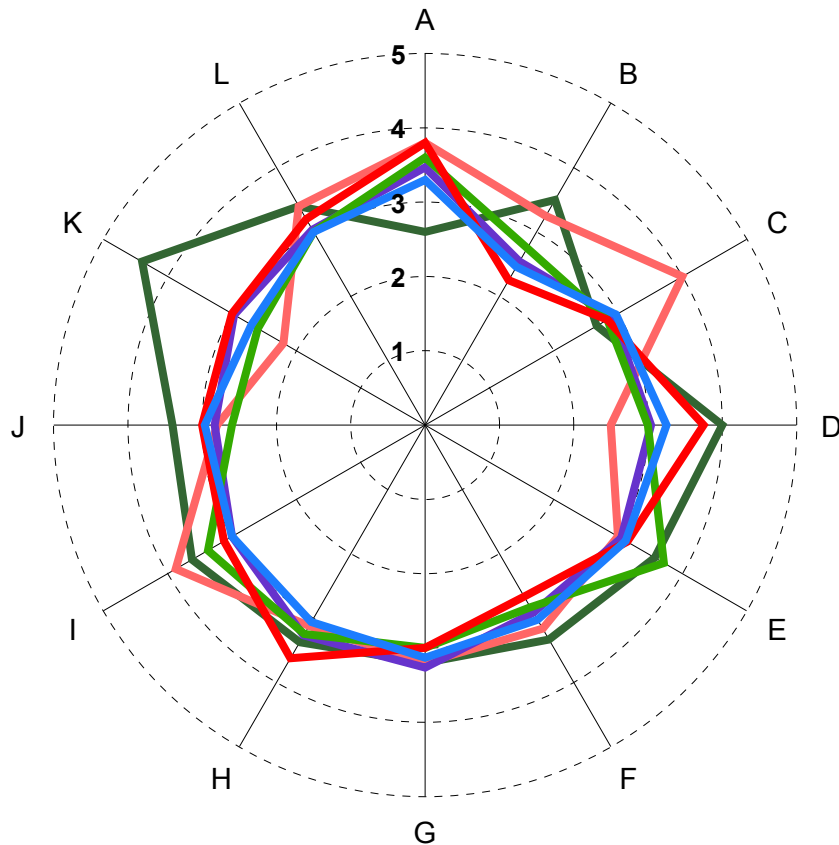
## Performance

- |   |                   |  |
|---|-------------------|--|
| 1 | Address Urgently  | <i>Needs to develop urgently. May be having a negative effect.</i> |
| 2 | Needs Development | <i>Below the standard expected.</i>                                |
| 3 | Competent         | <i>Adequate. Occasionally demonstrates this behaviour.</i>         |
| 4 | A Strength        | <i>Consistently good demonstration of this behaviour.</i>          |
| 5 | Very Effective    | <i>Exceptionally good, consistently excellent.</i>                 |
| U | Unable to Comment |  |

# Competency Rater Overview

The table below shows the Average score from all respondents (excluding yourself) for each competency. The graph shows how you have been rated at the Competency level by each of the different respondent types. Each line relates to a different respondent category as indicated in the key, with the letter corresponding to the competency in the table above.

Competency	Importance	Performance
A Decision Making	3.30	3.47
B Drive / Self Motivation	2.46	2.54
C Planning and Organising	2.97	2.92
D Problem Solving	3.25	3.04
E Communication	3.12	3.05
F Networking and Relating	3.03	2.92
G Persuading	3.13	3.27
H People Management	3.06	3.27
I Managing Change	3.00	3.00
J Inspiration	2.97	2.83
K Professional / Functional skills	2.70	2.97
L Use of Technology	3.00	3.03



■ Self   
 ■ Manager   
 ■ Average

# Introduction to Competency Rater Overview

This report shows how you have been rated at the Competency level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

**Avs** is the average score and corresponds with the bar length.

**N** shows the number of respondents who answered the question.

**Ags** shows the degree to which people agreed about your performance.

- a number close to 0 means that there was little agreement between the different respondents' ratings.
- a number close to 1 shows a consensus of opinions from the different respondents.

**GAP** shows the difference between your average Importance Performance

**NR** means no responses.

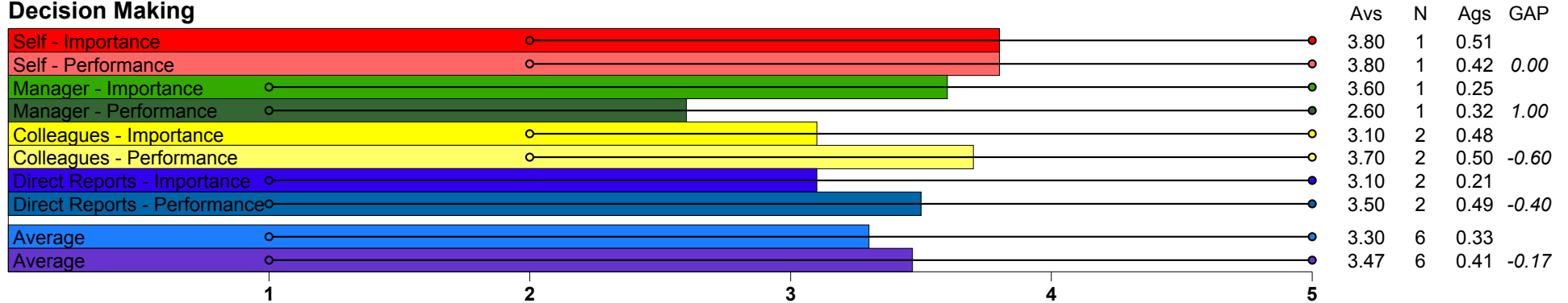
**AP** means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

Range Bars show the highest and lowest ratings received for a question or competency from a given group.

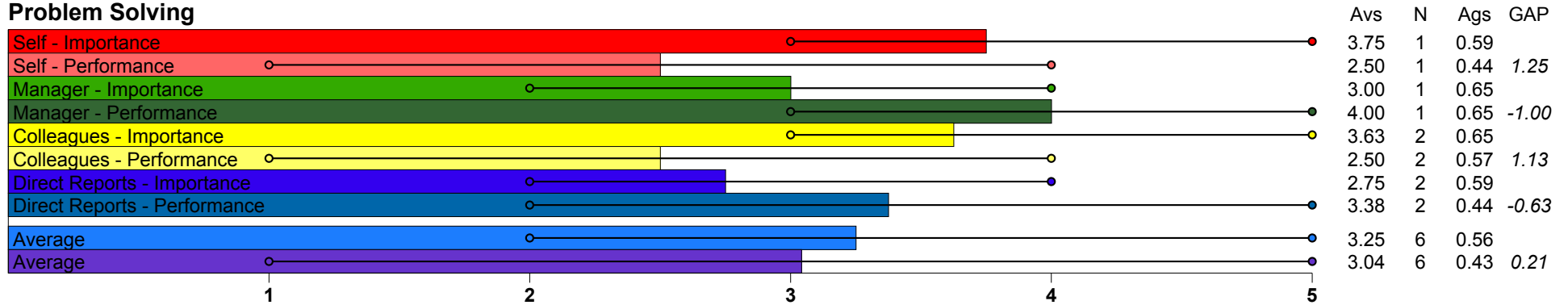
The competencies and questions are shown in ranking order based on the respondent average.

# Competency Rater Overview

## Decision Making



## Problem Solving

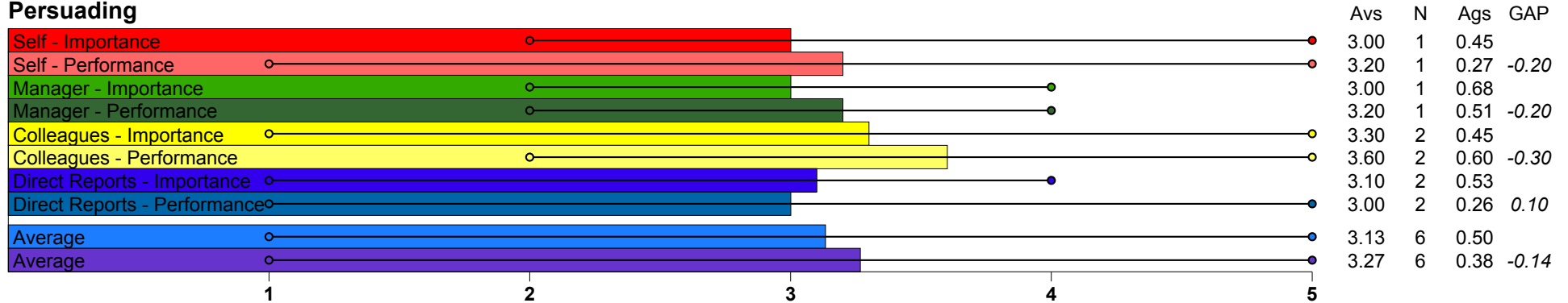


Bar 1 - Importance Bar 2 - Performance

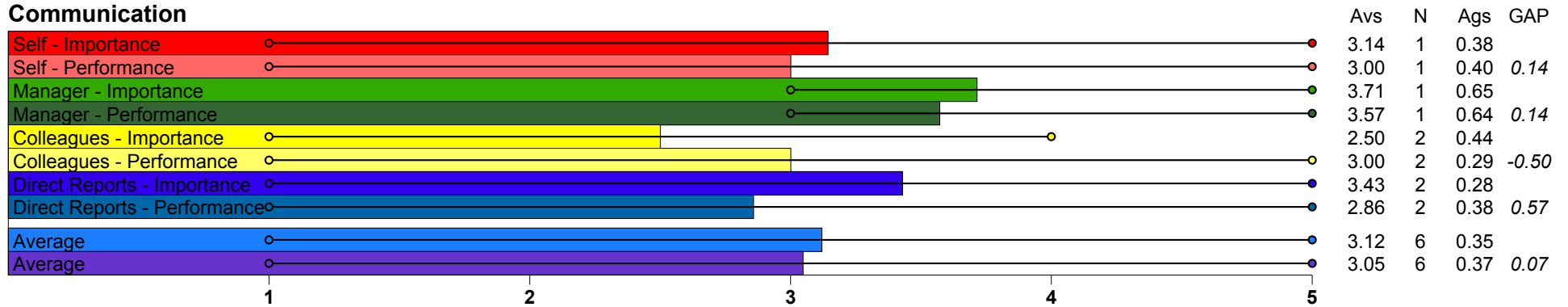
Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Competency Rater Overview

## Persuading



## Communication

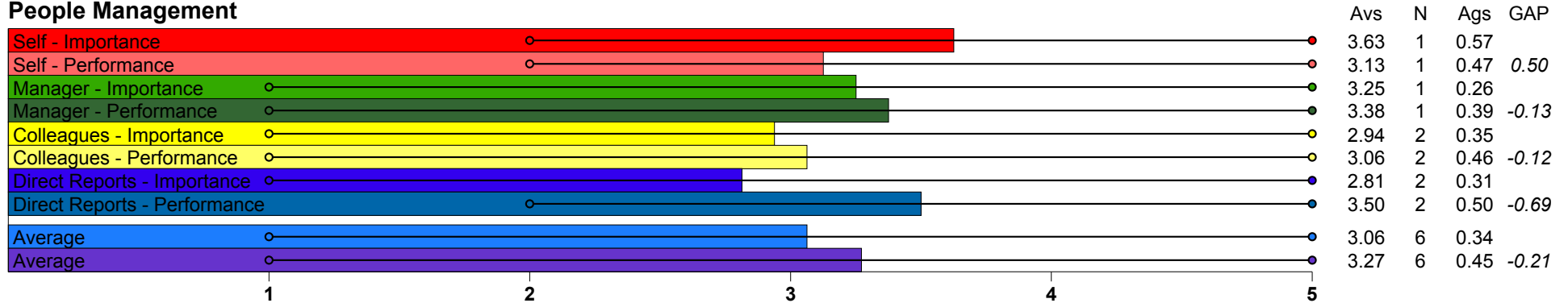


Bar 1 - Importance Bar 2 - Performance

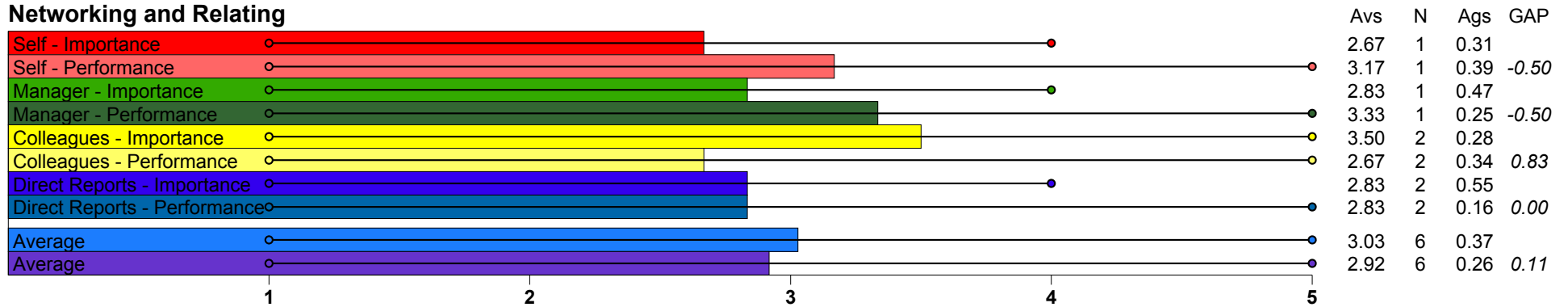
Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Competency Rater Overview

## People Management



## Networking and Relating

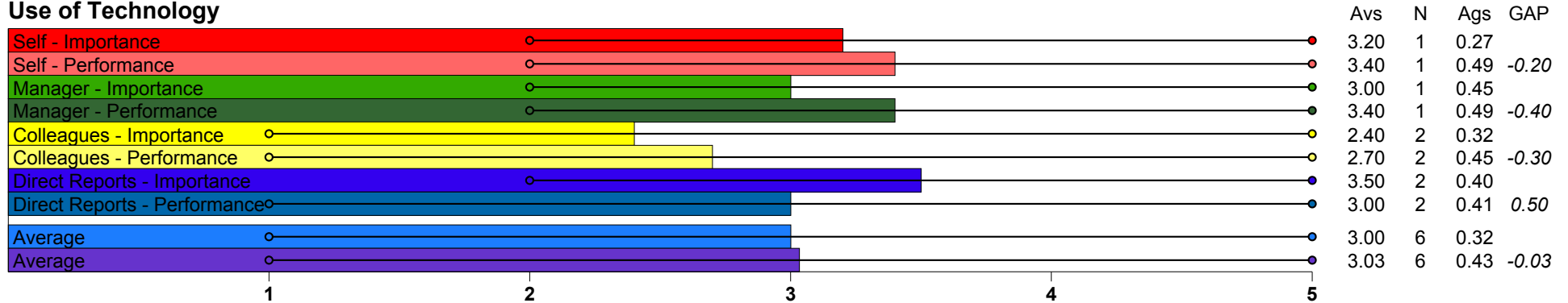


Bar 1 - Importance Bar 2 - Performance

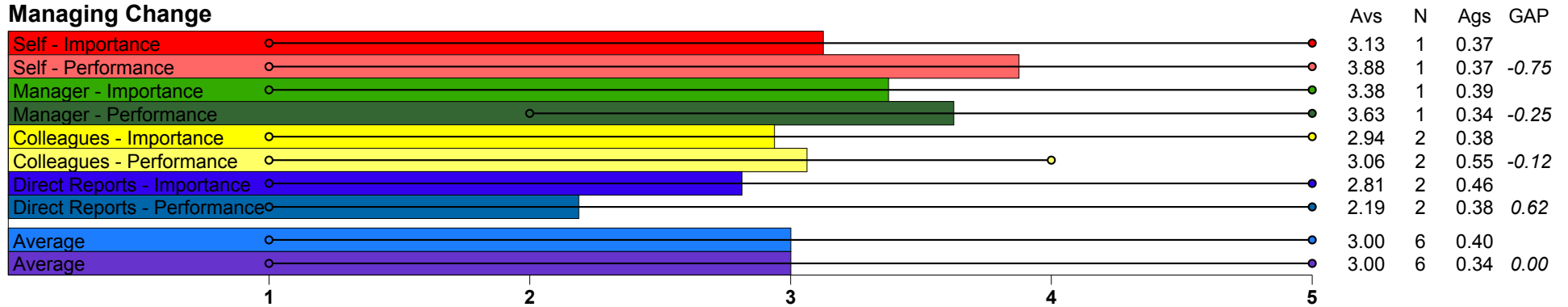
Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Competency Rater Overview

## Use of Technology



## Managing Change

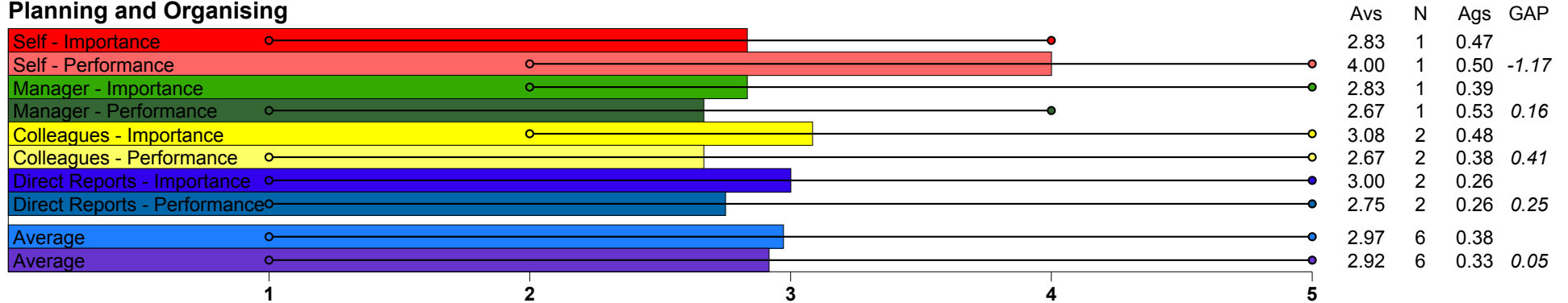


Bar 1 - Importance Bar 2 - Performance

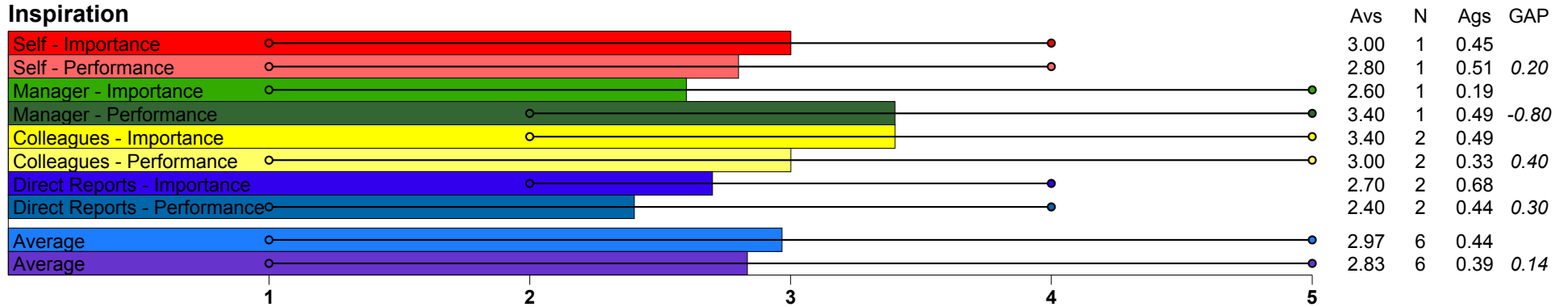
Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Competency Rater Overview

## Planning and Organising



## Inspiration

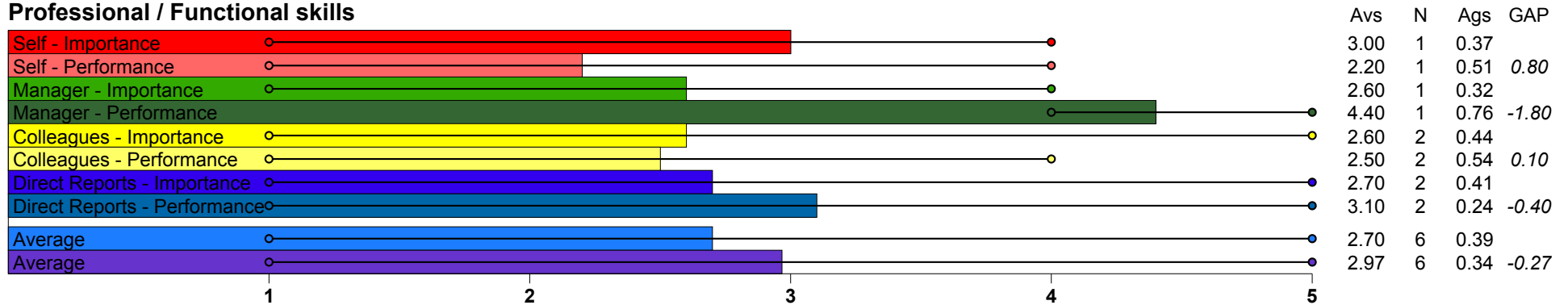


Bar 1 - Importance Bar 2 - Performance

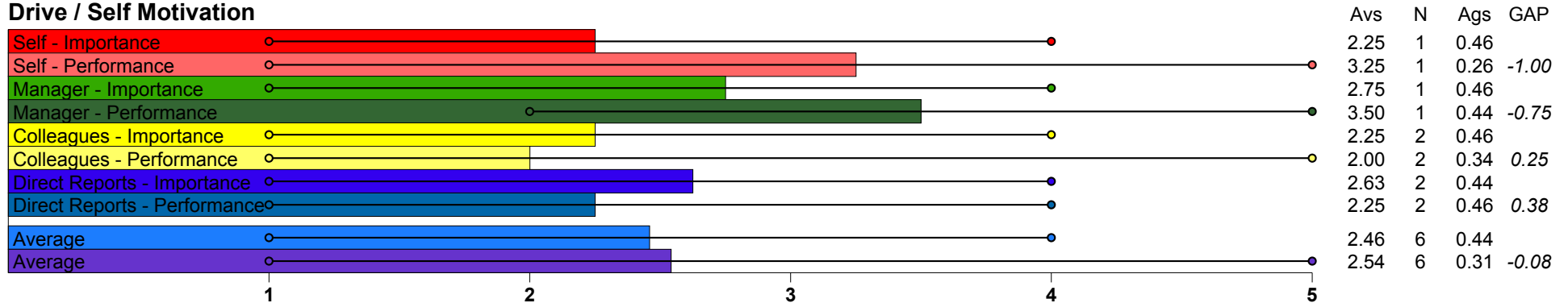
Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Competency Rater Overview

## Professional / Functional skills



## Drive / Self Motivation

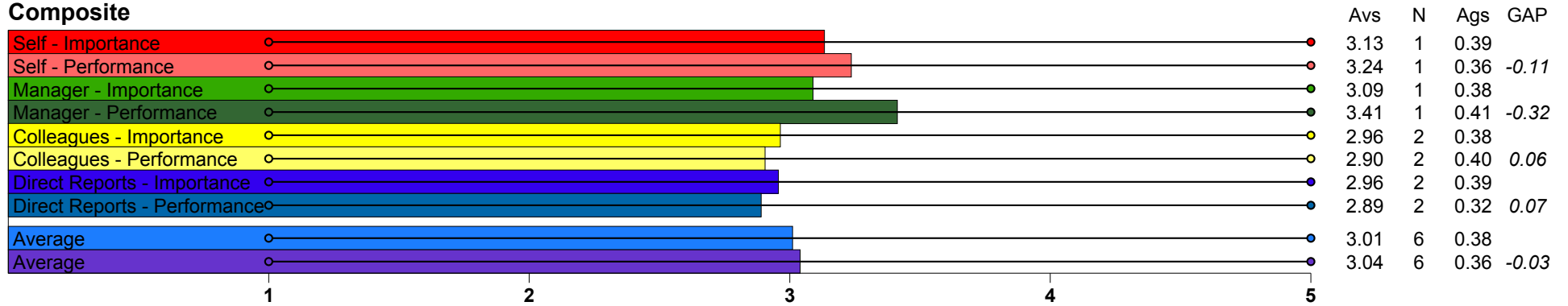


Bar 1 - Importance Bar 2 - Performance

Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Competency Rater Overview

## Composite



Bar 1 - Importance Bar 2 - Performance

Avs - Average Score N - Number of Responses AgS - Agreement Score GAP - Gap Score NR - No Response AP - Anonymity Protected

# Most Frequent Behaviours - Manager

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Sets an enviable example for others to follow	Inspiration	5.0	0	0	0	0	1
Identifies where change is needed	Managing Change	5.0	0	0	0	0	1
Embraces technological change in their part of the business	Use of Technology	5.0	0	0	0	0	1
Gives constructive feedback to help others improve performance	People Management	5.0	0	0	0	0	1
Treats mistakes as an opportunity for learning	People Management	5.0	0	0	0	0	1
Makes sound decisions under pressure	Decision Making	5.0	0	0	0	0	1
Produces new ideas	Decision Making	5.0	0	0	0	0	1
Answers questions specifically and to the point	Communication	5.0	0	0	0	0	1
Checks to ensure plans are on course	Planning and Organising	5.0	0	0	0	0	1
Presents clear arguments	Persuading	4.0	0	0	0	1	0
Makes judgements logically	Decision Making	4.0	0	0	0	1	0
Perseveres towards goals despite problems	Drive / Self Motivation	4.0	0	0	0	1	0
Develops practical solutions to problems	Problem Solving	4.0	0	0	0	1	0

# Most Frequent Behaviours - Manager

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Knows the right person to contact	Networking and Relating	4.0	0	0	0	1	0
Deals with people diplomatically	Networking and Relating	4.0	0	0	0	1	0
Demonstrates due regard for costs	Professional / Functional skills	4.0	0	0	0	1	0
Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills	4.0	0	0	0	1	0
Uses his / her time effectively	Planning and Organising	4.0	0	0	0	1	0
Motivates their team	Inspiration	4.0	0	0	0	1	0
Asks questions to clarify what people are saying	Communication	4.0	0	0	0	1	0
Writes in a clear concise style	Communication	4.0	0	0	0	1	0
Listens to others	Communication	4.0	0	0	0	1	0
Recognises the different capabilities of individuals	People Management	4.0	0	0	0	1	0
Shares credit and recognition for achievement with others	People Management	4.0	0	0	0	1	0
Is able to deal well with uncertainty	Managing Change	4.0	0	0	0	1	0
Reacts positively to suggested changes	Managing Change	4.0	0	0	0	1	0
Understands the impact of change on people	Managing Change	4.0	0	0	0	1	0
Seeks to minimise undue stress and fatigue in their people	Managing Change	4.0	0	0	0	1	0

# Most Frequent Behaviours - Colleagues

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Builds co-operative relationships with people outside immediate work area	Networking and Relating	5.0	0	0	0	0	2
Uses his / her time effectively	Planning and Organising	5.0	0	0	0	0	2
Adopts a flexible approach to managing change	Managing Change	4.5	0	0	0	1	1
Builds co-operative relationships with immediate colleagues	Networking and Relating	4.5	0	0	0	1	1
Deals with people diplomatically	Networking and Relating	4.5	0	0	0	1	1
Answers questions specifically and to the point	Communication	4.0	0	0	0	2	0
Makes sound decisions under pressure	Decision Making	4.0	0	0	0	2	0
Considers sufficient options before making a decision	Decision Making	4.0	0	0	1	0	1
Sets an enviable example for others to follow	Inspiration	4.0	0	0	1	0	1
Inspires people to follow the vision	Inspiration	4.0	0	0	1	0	1
Presents clear arguments	Persuading	4.0	0	0	1	0	1
Quickly gains insight into problems	Problem Solving	4.0	0	0	1	0	1
Develops practical solutions to problems	Problem Solving	4.0	0	0	0	2	0

# Most Frequent Behaviours - Direct Reports

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Keeps up to date on business technology appropriate to their work	Use of Technology	5.0	0	0	0	0	2
Seeks information required by him / herself	Communication	5.0	0	0	0	0	2
Encourages self-development planning	People Management	4.5	0	0	0	1	1
Makes good use of available information	Decision Making	4.5	0	0	0	1	1
Checks to ensure plans are on course	Planning and Organising	4.0	0	0	0	2	0
Presents ideas and information in a well organised manner	Communication	4.0	0	0	1	0	1
Presents clear arguments	Persuading	4.0	0	0	0	2	0
Tries to understand the other person's viewpoint	Persuading	4.0	0	0	0	2	0
Uses delegation as a development opportunity	People Management	4.0	0	0	1	0	1
Supplies information required by others	Communication	3.5	0	1	0	0	1
Perseveres towards goals despite problems	Drive / Self Motivation	3.5	0	0	1	1	0
Embraces technological change in their part of the business	Use of Technology	3.5	0	0	1	1	0
Seeks advice when technical problems occur	Use of Technology	3.5	0	1	0	0	1

# Most Frequent Behaviours - Direct Reports

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Seeks to build effective teams	People Management	3.5	0	1	0	0	1
Reviews decisions in the light of new information	Managing Change	3.5	0	0	1	1	0
Identifies where change is needed	Managing Change	3.5	0	1	0	0	1
Achieves goals through realistic planning	Planning and Organising	3.5	0	0	1	1	0
Considers sufficient options before making a decision	Decision Making	3.5	0	1	0	0	1
Makes sound decisions under pressure	Decision Making	3.5	0	1	0	0	1
Knows the right person to contact	Networking and Relating	3.5	0	0	1	1	0
Seeks to resolve areas of conflict	Networking and Relating	3.5	0	0	1	1	0

# Most Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Presents clear arguments	Persuading	4.0	0	0	1	3	2
Makes sound decisions under pressure	Decision Making	4.0	0	1	0	3	2
Considers sufficient options before making a decision	Decision Making	3.6	0	1	2	1	2
Keeps up to date on business technology appropriate to their work	Use of Technology	3.6	0	3	0	1	2
Embraces technological change in their part of the business	Use of Technology	3.6	0	0	3	1	2
Sets an enviable example for others to follow	Inspiration	3.6	0	1	3	0	2
Checks to ensure plans are on course	Planning and Organising	3.6	0	1	1	3	1
Answers questions specifically and to the point	Communication	3.6	1	0	1	3	1
Seeks information required by him / herself	Communication	3.6	1	0	1	2	2
Seeks to build effective teams	People Management	3.4	0	1	3	1	1
Asks questions to clarify what people are saying	Communication	3.4	0	1	3	2	0
Understands the impact of change on people	Managing Change	3.4	1	1	2	1	1
Uses his / her time effectively	Planning and Organising	3.4	1	1	1	1	2

# Most Frequent Behaviours - All Raters

Most Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Quickly gains insight into problems	Problem Solving	3.4	0	1	3	1	1
Develops practical solutions to problems	Problem Solving	3.4	0	1	1	3	1
Deals with people diplomatically	Networking and Relating	3.4	1	1	1	2	1
Builds co-operative relationships with people outside immediate work area	Networking and Relating	3.4	1	2	1	0	2
Builds co-operative relationships with immediate colleagues	Networking and Relating	3.4	0	2	0	3	1

# Least Frequent Behaviours - Manager

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Demonstrates high personal standards	Drive / Self Motivation	1.0	1	0	0	0	0
Makes good use of available information	Decision Making	1.0	1	0	0	0	0
Defines strategies for the team	Inspiration	1.0	1	0	0	0	0
Inspires people to follow the vision	Inspiration	1.0	1	0	0	0	0
Reviews decisions in the light of new information	Managing Change	1.0	1	0	0	0	0
Encourages self-development planning	People Management	1.0	1	0	0	0	0
Accurately determines the skills needed for tasks	People Management	1.0	1	0	0	0	0
Seeks to resolve areas of conflict	Networking and Relating	1.0	1	0	0	0	0
Keeps up to date with trends or developments in their own discipline	Professional / Functional skills	1.0	1	0	0	0	0
Discusses technical matters in words you can understand	Professional / Functional skills	1.0	1	0	0	0	0

# Least Frequent Behaviours - Colleagues

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Perseveres towards goals despite problems	Drive / Self Motivation	1.0	2	0	0	0	0
Uses communication technology appropriately	Use of Technology	1.0	2	0	0	0	0
Listens to others	Communication	1.5	1	1	0	0	0
Supplies information required by others	Communication	1.5	1	1	0	0	0
Demonstrates high personal standards	Drive / Self Motivation	2.0	1	0	1	0	0
Makes judgements logically	Decision Making	2.0	0	2	0	0	0
Knows the right person to contact	Networking and Relating	2.0	1	0	1	0	0
Seeks to resolve areas of conflict	Networking and Relating	2.0	1	0	1	0	0
Presents ideas and information in a well organised manner	Communication	2.0	0	2	0	0	0
Seeks to minimise undue stress and fatigue in their people	Managing Change	2.0	1	0	1	0	0
Identifies where change is needed	Managing Change	2.0	1	0	1	0	0
Provides professional / functional support to others	Professional / Functional skills	2.0	1	0	1	0	0

# Least Frequent Behaviours - Colleagues

Least Frequent Behaviours	Performance Factor	Average Score	1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
		Frequency of Responses					
Seeks advice when technical problems occur	Use of Technology	2.0	1	0	1	0	0

# Least Frequent Behaviours - Direct Reports

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Produces new ideas	Decision Making	1.0	2	0	0	0	0
Gives constructive feedback to help others improve performance	People Management	1.0	2	0	0	0	0
Uses his / her time effectively	Planning and Organising	1.5	1	1	0	0	0
Recognises the different capabilities of individuals	People Management	1.5	1	1	0	0	0
Shows initiative	Drive / Self Motivation	2.0	1	0	1	0	0
Is able to deal well with uncertainty	Managing Change	2.0	1	0	1	0	0
Adopts a flexible approach to managing change	Managing Change	2.0	1	0	1	0	0
Deals with people diplomatically	Networking and Relating	2.0	1	0	1	0	0
Builds co-operative relationships with people outside immediate work area	Networking and Relating	2.0	0	2	0	0	0
Negotiates solutions to differences of opinion fairly	Persuading	2.0	1	0	1	0	0
Treats mistakes as an opportunity for learning	People Management	2.0	0	2	0	0	0
Creates a clear vision of the future	Inspiration	2.0	0	2	0	0	0
Keeps up to date with trends or developments in their own discipline	Professional / Functional skills	2.0	1	0	1	0	0

# Least Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Demonstrates high personal standards	Drive / Self Motivation	2.0	3	0	1	2	0
Uses communication technology appropriately	Use of Technology	2.0	2	2	2	0	0
Keeps up to date with trends or developments in their own discipline	Professional / Functional skills	2.2	2	0	3	1	0
Negotiates solutions to differences of opinion fairly	Persuading	2.4	2	1	2	1	0
Seeks to resolve areas of conflict	Networking and Relating	2.4	2	0	2	2	0
Gives constructive feedback to help others improve performance	People Management	2.4	2	1	1	0	2
Discusses technical matters in words you can understand	Professional / Functional skills	2.4	3	1	1	0	1
Considers the root of a problem, not just its symptoms	Problem Solving	2.6	0	2	3	1	0
Perseveres towards goals despite problems	Drive / Self Motivation	2.6	3	0	1	2	0
Shows initiative	Drive / Self Motivation	2.6	1	1	4	0	0
Produces new ideas	Decision Making	2.6	2	2	0	1	1
Is able to think beyond the immediate	Planning and Organising	2.6	1	3	1	0	1

# Least Frequent Behaviours - All Raters

Least Frequent Behaviours	Performance Factor	Average Score	Frequency of Responses				
			1 - Less Important	2 - Somewhat Important	3 - Important	4 - Very Important	5 - Extremely Important
Defines strategies for the team	Inspiration	2.6	2	1	2	1	0
Creates a clear vision of the future	Inspiration	2.6	0	3	1	2	0
Listens to others	Communication	2.6	2	2	0	2	0
Supplies information required by others	Communication	2.6	1	2	2	0	1
Recognises the different capabilities of individuals	People Management	2.6	2	1	0	2	1
Provides professional / functional support to others	Professional / Functional skills	2.6	1	2	2	1	0
Seeks advice when technical problems occur	Use of Technology	2.6	1	2	1	0	2

# Introduction to Open Ended Comments Summary

You and your respondents also had the opportunity to write comments on your performance.

These comments have been quoted verbatim.

# Open Ended Comments Summary

What do I admire most about this person's work?

## Open Ended Comments Summary

What is the area I would most like this person to change?

# Professional Effectiveness Plan (PEP)

The purpose of this section is to assist you in writing your own professional-development goals. The Professional-Effectiveness Plan (PEP) will help you set meaningful goals aimed at improving your performance in the specific behavioural areas in which you are seen by others as least effective.

The Individual 360° Feedback Profile should give you a clear understanding of your strengths and weaknesses, at least in the eyes of the people who rated you. Inasmuch as these people work with you often, if not daily, the data probably gives you as accurate a picture of yourself as you will ever receive. It is suggested that you not argue or disagree with their ratings, even though you may feel like doing so. Instead, use this information to improve yourself.

Remember that the Individual 360° Feedback Profile is a report of other people's perceptions of you. People form their perceptions based on your behaviours. These perceptions may or may not reflect your true strengths and weaknesses. But people's perceptions of you influence how they behave toward you. If you do not like the view that others have of you, then you must answer the following question: Do you want to change their perceptions of you? If your answer is yes, then it is a good idea to complete the Professional-Effectiveness Plan.

It is important to your future success that you come to grips with the image of you that you help to generate. It is critical that you have a clear understanding of your strengths and weaknesses so that you can find a way to capitalise on your strengths and reduce or eliminate your liabilities.

Most of us have some vague ideas or plans about our future. Typically, our plans remain rather murky, because it takes great effort to be specific about what we want. Additional energy is required to map out a strategy to obtain what we want. Another obstacle to accomplishing our goals is our lack of knowledge about the necessary resources available to help us carry out our plans. Without identifying these key resources, our planning process is unlikely to produce the positive results we want and need.

The PEP has been prepared to help you to focus on the goals, methods, and resources necessary to make the changes you want. It will require your concentration and effort to respond to these items. It will be tempting to postpone doing the PEP, because completing the plan is not easy work. But you are strongly encouraged to carry the plan through to completion. By doing so, you will probably make your career path a smoother journey. Begin working on the PEP right now. This activity could be the most valuable investment of time and energy you will make in your career.

## YOUR LEAST EFFECTIVE BEHAVIOURS

Self			
Manager			
Colleagues			
Direct Reports			

Recall work situations in which you may have behaved ineffectively in these areas.

---

---

---

---

Ask others to describe what you have done that caused them to give you low ratings on these items. Write their responses in this space:

---

---

---

---

Short-term plans (daily/weekly)

---

---

---

---

Long-term plans (this year and beyond)

---

---

---

---

What barriers might prevent you from following through on your plans?

---

---

---

---

Write, as specifically as possible, what you plan to do differently in the future to improve your performance and image in these areas:

---

---

---

---

What resources/support do you need to change the perceptions that people have of you? You may want to consider technical courses or other training and educational opportunities that would assist you in changing behaviours.

---

---

---

---

Identify coworkers and other colleagues who have strengths that offset your potential liabilities. How can they help or assist you? Can you learn by observing them, asking them for feedback and suggestions? Can you work with them to develop yourself?

---

---

---

---